
FINAL REPORT AND PLAN OF THE PCB WORKING GROUP ON THE FURTHER TRANSITION AND INTEGRATION OF UNAIDS INTO THE UN SYSTEM AND BEYOND

PCB SPECIAL SESSION
26 OCTOBER 2026

The PCB Working Group

Authorization by PCB and Terms of Reference (four deliverables)

How the PCB Working Group approached its work

Options paper, multistakeholder consultation, finalization of plan

Strong convergence on way forward

Key strategic directions proposed by the PCB Working Group

Transformation, not sunseting, of UNAIDS Joint Programme -- Returning the UNAIDS Joint Programme to the spirit of the original ECOSOC resolutions as a genuinely joined-up partnership

Focus on efficiency, agility, eliminating overlap, fully leveraging multisectoral capacities, and minimizing disruption to the global HIV response

Centring national health sovereignty and community co-creation and co-leadership in the transformation and further evolution of the UNAIDS Joint Programme

PCB to continue as governing body of UNAIDS Joint Programme, with authority to approve and monitor a single budget/workplan and with the Executive Director individually accountable for results

Evolution to a somewhat smaller budget annual budget envelope and diversifying funding base (with considerable transition costs in 2027)

Milestone-driven implementation of new organizational model for UNAIDS Joint Programme by end of 2027, with differentiated transition to country presence tailored to country needs

Deliverable
1

Proposed strategic direction to preserve and evolve the UN's multisectoral capacity, expertise, and core functions

More effectively leveraging the multisectoral capacity of Cosponsors (leadership on strategic result areas, pooled funding mechanism for country-level catalytic work)

A streamlined Hub to steer a rejuvenated Joint Programme and avoid overlap with Cosponsor mandates

Differentiated approaches to country-level presence (using a criteria-led, evidence-based approach – options include incorporation into Resident Coordinator's offices)

A differentiated presence in all regions (towards full integration of regional presence in UN regional institutions)

Community co-creation and co-leadership mainstreamed across the Joint Programme and in the wider HIV response

No transfer of functions before capacity is verified

Deliverable 1

Division of roles/responsibilities under the new strategic direction

Core function	Hub	Cosponsors	Shared responsibility
Leadership and advocacy	Global leadership; Global AIDS Strategy; Global resource mobilization; Identify gaps for marginalized populations	Lead in strategic result areas (advocacy, normative guidance, integration of normative standards)	Hub and Cosponsors to work together to ensure coherence across workplan and minimize duplication/fragmentation
Coordinating, convening and governance	High-level convening and coordination; Shepherd development, monitoring and accountability for shared workplan	Convening/coordination role in individual result areas; Joint UN Teams at country level	Acceptance across UNAIDS Joint Programme of reciprocal obligations and mutual accountability
Data, accountability and targets	Global estimation; Setting and monitoring of targets	Data collection, validation and analysis on specialized indicators	Recognition of country ownership of data; Support for contribution of community-led data
Community engagement and leadership	Support community role in governance; Designated community co-creation roles within Hub	Support community co-creation and co-leadership in design and delivery of result areas; Community engagement in normative guidance; Community co-creation and co-leadership in country-level catalytic activities	Commitment to community co-creation and co-leadership across all aspects of UANIDS Joint Programme

Deliverable
2

Governance of the transformed UNAIDS Joint Programme

PCB to remain governing body for UNAIDS Joint Programme, with responsibility for authority over a single budget and workplan

The Executive Director will remain individually accountable as leader of the UNAIDS Joint Programme

Avoid reopening ECOSOC resolutions at this time (but may be necessary in the future) – roles of CCO and communities/civil society on the PCB preserved

Funding model for the transformed UNAIDS Joint Programme

PCB has ultimate authority for deciding funding envelope/model

The Working Group's proposed plan is based on the premise that funding should follow function

Indicative US\$85 million budget in 2027 to sustain staffing and delivery during transition — PCB is as the budgetary authority for the Joint Programme approves the 2027 workplan and budget separately

Progressive pathway towards a steady-state annual budget of US\$35-50 million by 2030

Broaden and diversify financing, including increased contributions from implementing countries

Transition plan

Organizational Track: Organizational transition (projected to be completed by end of 2027) over four phases (overseen by Transition Task Team):

- Foundational decisions by PCB
- Design and mobilization for roll-out of transformed UNAIDS Joint Programme
- Implementation of the transition
- Consolidation, review, adaptation

Country-Level Track: Transition of country-level functions on a separate, somewhat slower timetable (key principle: no function transitioned without validation that demand and capacity exist to carry this function forward)

Urgent priority to initiate and expedite search for new leader of UNAIDS Joint Programme

Deliverable 4

Transition plan at a glance

Phase	Global	Regional	Country	Milestone
Phase Zero (foundation decisions) Q4 2026 – Q1 2027	PCB October decisions; Key decisions on Hub (size, hosting) and pooled funding mechanism; Approval of transition budget; Transition Task Team launched; Revise DoL; Search for EXD or ad interim)	Confirm direction for regional presence	Engage country stakeholders in developing capacity assessment and agreed readiness criteria; Launch (and where possible completion) of country capacity assessments	PCB decision package approved
Phase One (design and mobilization) Q1 – Q2 2027	Confirm revised DoL; Finalize hosting decision re pooled funding mechanism; New leader in place; Cost essential functions	Approve regional presence criteria	Approve country presence criteria; Continue capacity assessments of Cosponsors and national systems; Review experiences where UCOs have closed	Design approved; Mobilization begins
Phase Two (phased implementation) Q3 – Q4 2027	Hub operationalized; Pooled funding activated; Initiation of process for community positions in Hub	Begin regional transitions (criteria-based, phased)	Complete capacity assessments (where possible); Agree county-specific transition plans; Initiation of first country transitions	Mid-point readiness review
Phase Three (consolidation and review) Q3 – Q4 2027	Confirm governance and accountability arrangements; Phase in budget; Onboarding of community positions	Confirm regional arrangements as steady-state	Country transitions continue; Adapt steady-state model based on lessons learned	Closure of organizational transition; Handover to steady-state governance

Key next
steps

Getting the process of transitioning towards a new strategic direction underway

Initiate the search for a new leader of the UNAIDS Joint Programme

Establish a Transition Task Team

Approve transition budget (based on options provided by Transition Task Team), including key decisions regarding the size of the Hub and the size and governing rules for the pooled funding mechanism

Approve criteria for capacity assessment and initiate capacity assessment processes

Approve criteria to govern country-level presence and initiate outreach to national governments and stakeholders on the future of the country- and regional-level presence

Develop concrete plan for mainstreaming community co-creation and co-leadership across the work of the UNAIDS Joint Programme

Ensure rigorous and ongoing PCB oversight of transition process

Towards a transformation of the UNAIDS Joint Programme

Adapting/evolving UNAIDS Joint Programme to meet the challenges and opportunities of a new day in the global HIV response (reaffirming and updating the UN's continuing HIV mandate)

The Working Group's vision of a transformed UNAIDS Joint Programme

Institutional changes must be coupled with a thorough culture change within the UNAIDS Joint Programme to revive the spirit of the original ECOSOC resolutions



THANK YOU. WE APPRECIATE AND COUNT ON YOUR SUPPORT.